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10 December 1951

MEMORANDUM FOR: THE RECORD

SUBJECT: Final Briefing Session with []

At the final session with [] I raised the following matters which I felt to be of general interest and concern.

1. Washington Support of the Projects by Case Officers - How to Improve Same. [] felt Washington's role was two-fold, (a) provide policy guidance, (b) perform liaison functions, and added that Washington seemed to perform many of its liaison functions ineffectively. As a classic example, he pointed to the case of the Navy doctor and summarized his views with an opinion that in many instances it appeared jobs were mishandled because the basic facts were not known in the case and people without full responsibility were charged with completing the job in Washington. [] gave the obvious answer that we are bound to pass along much of our work to staffs, and have no way of controlling their handling of any given job. [] urged closer coordination with those delegated to do our work (I don't think anyone in BGFIEND will find this a new thought, but a word to the wise).

2. Briefing of Field Personnel. To my satisfaction, [] answered my question by reporting he found recent arrivals in the field reasonably well briefed on field conditions and their jobs.

3. [] volunteered his opinion that generally speaking he felt OPC field personnel were not well trained in reporting, and he detected a weakness in reports in comparison say to OSO work. Please take this criticism to heart as I believe it pertains to headquarters as well.

4. [] and I brought up the P/W program in Athens to determine how [] wanted [] and [] replacement handled. The answer lies in the recruitment of one high level character, a so called P/W Specialist, to head the program. Under him will be one U. S. citizen on each desk who will have area and language knowledge together with the staff of indigenous types. Obviously [] fills the bill of the Number 1 man in BGFIEND, provided he shapes up to expectations.

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